

# Coordination & Implementation

# 9

## Introduction

Montana law (MCA 76-1-601) (3) outlines the requirements for Growth Policies, stating growth policies must contain:

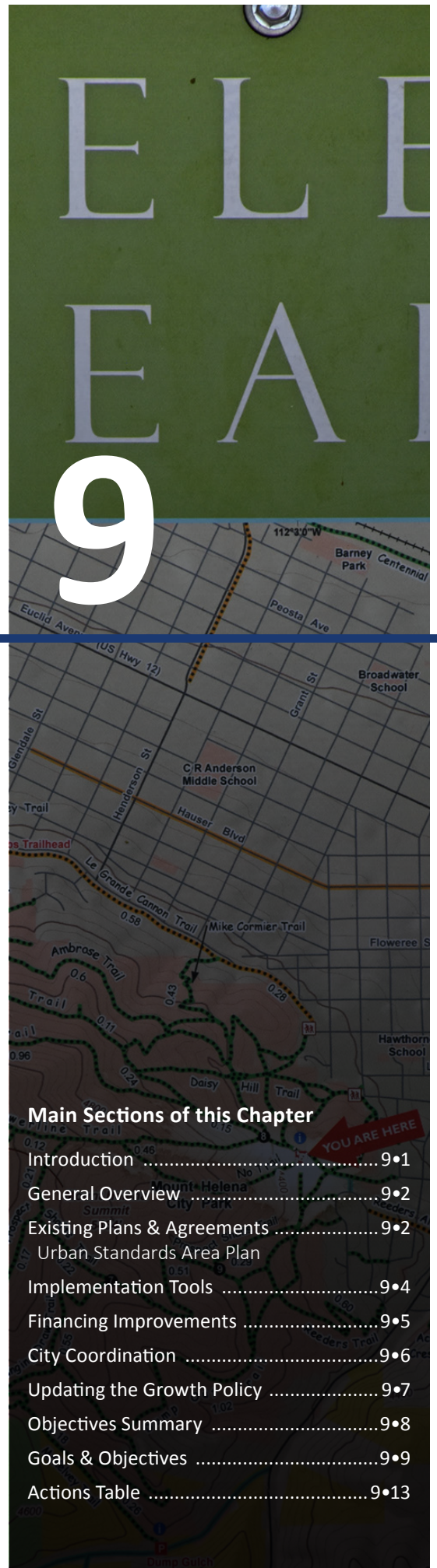
*(f) an implementation strategy that includes:*

*(g) a statement of how the governing bodies will coordinate and cooperate with other jurisdictions that explains...how the governing body will coordinate and cooperate with the county in which the city or town is located on matters related to the growth policy...*

This chapter is intended to meet the requirement of state law by outlining the various mechanisms to facilitate coordination with Lewis and Clark County and East Helena. In addition, this section will examine potential opportunities to coordinate development with the federal government, State of Montana, and Broadwater and Jefferson Counties. Inter-governmental coordination may include public participation so people can be involved in issues that may affect them. This chapter concludes by introducing and listing the set of implementing “actions” the City has identified as key to carrying this plan’s objectives forward.

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## General Overview

The City of Helena and Lewis and Clark County are served by numerous joint administrative and advisory boards. These boards or committees work together to address problems and opportunities that are not confined to a single jurisdiction.

Joint administrative boards and joint advisory boards are as follows:

- Airport Authority Board;
- City-County Board of Health;
- City-County Consolidated Planning Board;
- City-County Library Board;
- City-County Parks Board;
- Heritage Preservation and Tourism Development Council – newly adopted in April 2012 (formerly known as the Historic Preservation Commission);
- Information Technology & Services Board;
- Transportation Coordinating Committee;
- Water Quality Protection District Board.

Joint committees with representatives from the City of Helena and Lewis and Clark County include the joint Infrastructure Committee and the Tri-County Fire Safe Working group. The elected officials for both the City of Helena and the Lewis and Clark County meet monthly to discuss mutual issues.

## Existing Plans & Agreements

The City of Helena and Lewis and Clark County have entered into numerous inter-local agreements, Memorandums of Understanding (MOUs), joint contracts and funding agreements supporting such programs as vehicle maintenance support, youth services project, the DARE program, DUI enforcement, noxious weed management support, fire protection.

As the state's capital city and home of many state agencies, Helena has the opportunity to directly and frequently interact with the State of Montana (i.e., Montana Departments of Administration, Environmental Quality, Fish, Wildlife and Parks, Natural Resources, Transportation, and Commerce), and federal agencies, such as the Economic Development Administration (EDA), Bureau of Reclamation (USBR), Environmental Protection Agency (EPA), the Federal Reserve, and the US Forest Service. For example, the City works closely with Montana Department of Transportation (MDT) and the Federal Highway Commission through the Transportation Coordinating Committee (TCC) on transportation issues and plans that affect Helena

and the surrounding area, and with Montana Department of Commerce to address low-income housing needs. Additionally, the City has worked in cooperation with state and federal agencies in the residential area around the State Capitol and regarding the redevelopment of state lands.

In addition to working with Lewis and Clark County, the City has established operational relationships with the Helena School District. Other city administrative boards include the Helena Housing Authority and Helena Airport Authority.

The following summarizes inter-agency plans and agreements in effect during this Growth Policy update. Complete copies are available from the City of Helena or from listed co-adopting agencies:

***Transit Development Five Year Plan*** (2013-2018) – This document guides the direction of the City of Helena’s transportation program and Capital Transit (formerly known as Helena Area Transit Service or “HATS.” The plan assesses the current situations, identifies short- and long-term goals, and provides a context for business decisions to be measured.

***Greater Helena Area Long-Range Transportation Plan*** (2014) – This plan documents existing transportation challenges, identifies future improvements that will be needed, and provides transportation recommendations for the City of Helena and the Helena Valley in Lewis and Clark County.

## Urban Standards Area Plan

Noting the inter-relationship of the City of Helena and Lewis and Clark County regarding development-driven infrastructure, the two governing bodies adopted a Memorandum of Understanding (MOU) in 2009. This MOU recognizes the value of sustainable land development and its necessity in efficiently providing services and infrastructure, such as water and wastewater treatment, parks, transportation networks, and emergency services in the Helena Valley.

The City has an "Urban Standards Boundary", designating adjacent county properties suitable for future connection to city utility systems and for annexation, but lacked a plan to guide the annexation processes and development methods to promote desired outcomes. To help develop these, and in the spirit of the 2009 MOU, the two agencies formed a Community Planning Assistance Team (CPAT) in 2014.

Through the CPAT initiative, the City and County began evaluating where Lewis and Clark County should guide development in the north valley of Helena. A final CPAT report was delivered in June of 2015, and provided the following recommendations:

- Joint Planning Efforts – While County and City Growth Policies must be developed and adopted separately by each agency, they

may include a common plan for USB areas. The CPAT recommends this be pursued.

- Joint Infrastructure Standards – For those areas most likely to be annexed, the report recommends development of common sets of design standards for water, wastewater, roads, storm water systems, sidewalks, and lot/block design.
- Incentives Program – Managing growth entails a system of incentives (or disincentives) to steer development where it is of greatest benefit, and the report recommends the City and the County work together to develop such a system.
- Infrastructure Reserve – To allow each agency the ability to deal with and leverage emerging opportunities, the report suggests the City and the County adopt and maintain a reserve fund to help defray costs for water, sewer, roads, sidewalks, and stormwater systems.
- Complete the MOU – The report notes the need to completing a final MOU, including:
  - 1) *Joint development of USB boundaries.*
  - 2) *Creation of a joint land use plan for the USB.*
  - 3) *Joint development of use and density standards, and revising land development regulations for the Helena Valley Planning Area (HVPA).*
  - 4) *Joint development of zoning and development regulations for the USB.*

The CPAT also noted that its report might serve as the basis for applications for state or federal community planning grants, and that an area larger than the current USB might be more appropriate for future planning efforts.

## Implementation Tools

Subdivision regulations, zoning ordinances, neighborhood plans, and financing options provide implementation mechanisms to address community issues. This plan's objectives and actions framework may reference the following mechanisms as key tools for plan implementation.

### Subdivision Regulations

Subdivision regulations can address numerous criteria including parkland requirements for open space acquisition; right-of-way location and connectivity; walkable block length; lot orientation (to maximize solar gain and reduce infrastructure costs), and overall development functionality. So directed, Installation of infrastructure promotes health and safety, reduces environmental impacts, and supports efficient, cost-effective development.

## Zoning Regulations

Zoning ordinances (regulations) can address issues related to building and lot functionality; building form and orientation; height and scale; parking, landscaping, signs, lighting and overall building design.

The City of Helena has typically used “Euclidian zoning”, which focuses on land uses and their separation or compatibility with surrounding land uses. Other approaches to zoning include “Form-based” codes that focus more on building and site design than specific use, typically specifying building placement in relationship to the street, overall building height and form, location of parking, landscaping, and signage. “Hybrid” or composite zoning combines elements of both Euclidean and Form-based zoning, often utilized in well-established areas where urban functionality and use control are desirable.

## Neighborhood Plans

Montana law (76-1-601 (4)) states, A growth policy may:

- 1) *Include one or more neighborhood plans. A neighborhood plan must be consistent with the growth policy;*
- 2) *Establish minimum criteria defining the jurisdictional area for a neighborhood plan.*

Neighborhood plans become an element of the Growth Policy when they are adopted as an addendum to the Growth Policy. The neighborhood planning process should be closely aligned with the process to update or revise the Growth Policy in terms of document format, planning process, and procedures. Neighborhood plans may include elements such as history, population, housing, economics, transportation, parks and open space, and land uses, and could provide recommendations or goals and objectives. Neighborhood-planning can be an ongoing process that is citizen-initiated or City-initiated, requiring volunteer commitment to identify issues and potential solutions through a public process.

Neighborhood plans do not replace the Growth Policy, but can provide more detailed information for a neighborhood’s desired direction as a sub-area of the city. Neighborhood plans must be consistent with state law and with the adopted Growth Policy. The potential Neighborhood Centers (and/or mixed-use areas) discussed in the Land Use Chapter are key candidates for neighborhood planning.

As neighborhood plans are developed, infrastructure needs and economic development opportunities may be identified, including ways to pay for implementation. Implementation can also incorporate zoning overlays, other zoning amendments, or the development of design standards.

## Financing Improvements

Options to finance improvements to accomplish land-use objectives include property taxes, special fees and assessments, impact fees, Tax



Increment Financing (TIF) districts, special improvement districts (SIDs), and grants. Impact fees are paid by development to finance specific infrastructure requirements. TIF districts are funded by the incremental increase in the taxes generated by development. SIDs can be created at the time of final plat prior to any lots being sold; as a result, the new individual property owners pay the cost of the infrastructure improvements.

Publicly-funded improvements could be targeted for mixed-use and redevelopment areas and efforts could be coordinated with economic development organizations. All funding options should be considered and pursued if warranted.

The Comprehensive Capital Improvement Programs (CCIP) is a major component in the City's annual budget development process. The CCIP provides for:

- An inventory of the infrastructure;
- An assessment of the infrastructure condition;
- Identification of capital costs of the existing system;
- A comprehensive review of the current funding status;
- A review of the future expectations through 10-year projections;
- An awareness of the combined impacts of decisions;
- The development of City Commission-approved priorities.

This Growth Policy helps the City evaluate land use decisions all investments associated with providing quality, reliable services, in turn helping City departments prepare CCIPs consistent with community objectives, ensuring costs are optimized and financing for services are planned for and provided.

## City Coordination

Coordination is important, both internally among departments and externally with other agencies. Working effectively with all city departments, local government advisory boards, other governmental jurisdictions, and the public can maintain efficient use of resources, services, and taxpayer monies. Coordinating efforts to maximize effectiveness and efficiencies in service delivery for programs, projects, buildings, lands, infrastructure, etc. will continue to be important.

Helena's city departments administer numerous divisions and programs, and the City has several functions in place to assist with internal coordination. The City Manager's office implements policy decisions of the City Commission and enforces City ordinances. In addition, he or she appoints and directly supervises the directors of the City's operating departments and supervises the administration of the City's personnel

system. Budget responsibilities include preparing a proposed biennial budget and submitting it to the City Commission for consideration and final approval consistent with State law, along with presenting recommendations and programs to the City Commission.

The City of Helena is one local government in a larger setting. Actions undertaken by the City of Helena, East Helena, Lewis and Clark County, Jefferson County, Broadwater County, and other governmental bodies can affect the others. For example, the development requirements of the adjacent counties influence how people evaluate development requirements within the City. Cooperating and coordinating with the adjacent local jurisdictions for subsequent revisions, updates, and implementation of the Helena Growth Policy can help maintain the effectiveness and efficiency of service delivery. Maintaining open communications with governmental advisory boards, the public and professional staffs of the adjacent jurisdictions can play an important role in intergovernmental relations.

Subsection 4(c) of Section 76-1-601 MCA, sets forth a planning process cities and counties can choose to follow to help them jointly plan for efficient, sustainable development of growth areas currently outside city limits.

## Updating the Growth Policy

This Growth Policy utilized 2010 census data and should be revisited after the 2020 census when newer data become available. Neighborhood plans that incorporate this additional information and encourage public participation should be developed in order to further identify community needs and priorities. This document's actions table should be reviewed by the Planning Board on an annual basis to evaluate progress. Montana law requires growth policies to be reviewed, at a minimum, every five years to determine if changes that warrant attention have occurred in the community. Implementing the Growth Policy is an ongoing process that will continue to evaluate the City's various regulatory and budgetary tools.

Although the Growth Policy Is Intended to be flexible to allow response to changing conditions, other factors might lead to revising the Growth Policy, including:

- 1) Changes in state or federal law or legal decisions;
- 2) New technologies that allow improved evaluation of impacts to Helena and/or the surrounding area which may require different infrastructure improvements;
- 3) Significant changes in demographics. The economy, land use or environment that may affect the climate and energy supplies in the City or in adjacent jurisdictions;
- 4) Adoption of a neighborhood plan.

All amendments to the Helena Growth Policy will be consistent with applicable Montana statutes. Amendments to the Growth Policy should include the following elements:

- 1) A statement of any proposed changes and rationale for the changes;
- 2) Any necessary implementation mechanisms and alternatives; and
- 3) A public participation process.

## Objectives Summary

Goals and objectives in this chapter articulate the City's role and commitment to maintaining an effective, thoughtful approach to Helena's future – including inter-agency coordination, community involvement in governance and ongoing planning efforts, an active role in economic stewardship and more. As such, the section that follows lists many of the more essential, key objectives from other chapters, as well as those associated with municipal function.

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## ■ Implementation Goals & Objectives

### Goals

[G.11] Coordinate with adjacent jurisdictions and agencies, including East Helena, Lewis and Clark County, Jefferson County, and Broadwater County on issues that have regional impacts.

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*Discussion: In the past, Helena was a more centralized, independent place. Today, the City's fortunes and that of its residents depends on a set of dynamic, inter-dependent relationships between East Helena, Lewis and Clark, Jefferson and Broadwater Counties, and other agencies and forces that shape the region. Over the course of this plan's life cycle, it is expected that inter-agency collaboration will become even more important. Accordingly, this plan's goal and objectives framework supports actions building the economic health and resilience of the region as a whole, especially as it relates strategically to the unique qualities Helena residents enjoy.*

[G.12] Improve communication and outreach, involving the community in planning and decision-making for Helena.

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*Discussion: By intent, the development of this Growth Policy update has been community-driven, involving numerous residents including some representing groups of residents. For growth policy plans to succeed, community buy-in and support is critical. Future conditions will certainly require updates to the City's plans, objectives and actions, and this goal supports keeping residents highly involved in such work.*

[G.13] Maintain, update, coordinate and implement Helena's policy and regulatory documents.

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*Discussion: Cities are more likely to succeed when leaders and citizens come together to address a shared vision and set of objectives. This goal serves to affirm Helena's commitment to community planning and implementation. This Growth Policy is configured to aid periodic updates, and encourages future planning work by City departments, creating topical, parks or sub-area planning. Good planning – and just as important, implementation – is key to maintaining Helena's essential qualities over time.*

### Objectives

[O.06] Encourage the creation of "living wage" jobs that pay salaries and benefits sufficient to support families and contribute to the local economy, including providing active assistance to businesses and individuals, where appropriate.

[O.09] Work cooperatively with other jurisdictions on issues that impact Helena's economy.

- [O.13] Maintain a regulatory environment that minimizes barriers for the creation of new or upgrades to existing housing, while protecting residents' health, safety, and welfare.
- [O.17] Work to involve the community in developing housing-related planning and design standards that will provide more housing consistent with the character of the neighborhoods.
- [O.24] Give priority for future extension of services and annexations to property located within Helena's Urban Standards Boundary (USB) area.
- [O.25] Avoid annexation of undeveloped land until all public facilities are adequate to serve the new development, or an infrastructure plan is in place to assure that such facilities will be provided when needed.
- [O.29] Promote energy efficiency and the use of renewable energy in new and existing development, minimizing impacts on natural resources and the environment through measures including, as appropriate:
  - Development standards;
  - Land use regulations;
  - Public/private partnerships;
  - Public education;
  - Tax or other monetary incentives.
- [O.32] Continue to fund and adequately maintain sports fields, trails, and other City recreational facilities on-pace and complementary with growth.
- [O.45] With local and regional jurisdictions, identify key transportation corridors and work to differentiate arterial roadway design, emphasizing neighborhood centers as points of community importance and focus.
- [O.49] Encourage new development to provide multi-modal access to nearby parks, trails and green spaces.
- [O.52] Encourage 'green' building and renewable energy investments, helping promote:
  - Provision of local jobs;
  - Increased property values;
  - Reduced energy costs;
  - Helena's long-term sustainability.
- [O.58] Reduce the spread of invasive plant species in Helena, including requiring City operations or contracts to include weed-free materials and construction methods.
- [O.74] Work to improve the awareness, availability and access of cultural programs and activities for all Helena residents, including coordination of such activities with other agencies and community organizations.

- [O.75] Maintain support for the City of Helena’s advisory committees.
- [O.76] Support land use patterns that:
  - Promote compatible, well-designed development;
  - Foster the long-term fiscal health of the community;
  - Maintain and enhance resident quality of life;
  - Implement related master plans and/or facility plans.
- [O.85] Reduce functional and visual impacts of entry corridors and commercial development on abutting residential neighborhoods, considering buffering uses, design standards and other methods.
- [O.88] In making annexation decisions consider the following factors:
  - Master plans for water, sewer, transportation, parks, schools and emergency services;
  - Provision of necessary rights-of-way and easements;
  - Studies that evaluate environmental and public service factors;
  - Timing that supports orderly development and/or coordinated extension of public services;
  - Ability to leverage existing facilities, minimizing expansion or duplication of facilities;
  - The Urban Standards Boundary (USB);
  - Growth Policy goals and objectives.
- [O.89] Develop and maintain disaster, mitigation, emergency, and recovery plans, working with and maintaining consistency, and integrity of such plans with adjacent jurisdictions.
- [O.90] Maintain and implement wildfire prevention and evacuation plans, helping prevent or reduce loss of life, property damage and recovery costs in and around Helena.
- [O.91] Work with Lewis and Clark County and East Helena to create joint development standards that:
  - Provide a more consistent regulatory system for in-city and surrounding areas;
  - Guide annexation decisions;
  - Require new development connect to public services whenever practical or provide for future connections if not immediately practical.
- [O.92] Coordinate land use development issues with East Helena, Lewis and Clark County, Jefferson County, Broadwater County and other adjacent jurisdictions as beneficial to the long-term quality of life of Helena and its region.
- [O.93] Work to coordinate revisions, updates, and implementation of Helena’s Growth Policy with all adjacent jurisdictions.

- [O.94] Enhance e-government and internet capabilities, improving communications and making interactions between the City and residents more convenient.
- [O.95] Encourage and support citizen involvement with City boards, commissions, and civic organizations.
- [O.96] Encourage community involvement in Helena government planning and decision-making.
- [O.97] Continue to improve permitting for new development, supporting the public interest and long-term community objectives.
- [O.98] Provide timely, professional and efficient processing of building permits, development review, and code administration.
- [O.99] Promote the concentration of specialized industries within the city where specialized infrastructure, information, and labor advantages may promote economic development and desirable growth.
- [O.100] Consider amendments to the City of Helena Growth Policy as needed and, at a minimum, once every five years. Amendments should consider, coordinate and compliment with the long-term plan for the community as expressed in the Growth Policy.
- [O.101] Any necessary changes to development regulations, modifications to capital improvements programs, or proposed neighborhood plans required for implementation should accompany proposed amendments to the Growth Policy, so that regulations maintain consistency with the Growth Policy.
- [O.102] Within the Urban Standards Boundary (USB), mitigate the financial impacts of annexation through the use of service agreements and/or neighborhood planning.

Actions	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.01) Develop zoning incentives to encourage business and economic diversity, such as mixed and complementary use standards.	■				CD
(A.02) Create a development assistance program for Helena, providing: • Improved guidance and direction for developers in conforming with design standards; • Opportunity for City involvement in spurring productive dialogue among landowners; • Fostering collaboration toward Growth Policy objectives.	■				CD
(A.03) Create criteria for an infrastructure funding system that: • Protects the public interest; • Protects the environment; • Provides incentives to direct growth and promote neighborhood centers.	■				PW
(A.04) Develop a funding strategy toolkit for infill, redevelopment and annexed property improvements in Helena.	■				CD
(A.05) Evaluate plans and standards to optimize development opportunity in the Airport Master Plan area.				■	CD
(A.06) Formalize the process for the identification of city surplus property and its disposal and/or sale.	■				CD
(A.07) With local, regional and private partners, develop specific strategies to improve the affordability and diversity of housing.				■	CD
(A.08) Create design standards supporting improved: • Quality and quantity of high-density housing types including four-plexes, townhomes, apartments and accessory dwelling units (ADUs); • Common-area features and characteristics.		■			CD
(A.09) Review city regulations and standards eliminating burdensome restrictions to Accessory Dwelling Units (ADUs) and create a mechanism to better inform property owners about the opportunities for establishing ADUs.	■				CD

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## Actions

	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.10) With Lewis and Clark County, East Helena and others, create a regional wastewater system plan, ensuring coordinated and environmentally safe, reliable, and consistent management of all wastewater disposal.					PW
(A.11) Develop a comprehensive energy management strategy to reduce energy consumption in city facilities and during operations.					SC
(A.12) Develop a long-term water resource plan, including strategies to optimize: <ul style="list-style-type: none"> <li>• Sustainable supply;</li> <li>• Service cost;</li> <li>• Service for recreational uses and needs;</li> <li>• Fisheries;</li> <li>• Service for agricultural uses and needs;</li> <li>• Water rights planning;</li> <li>• Capacity improvements to provide potable water.</li> </ul>					PW
(A.13) Develop a water conservation program, including: <ul style="list-style-type: none"> <li>• Resource inventory, loss and recovery potential;</li> <li>• Educational programing;</li> <li>• Incentives program;</li> <li>• Regulatory recommendations;</li> <li>• Maintenance recommendations;</li> <li>• Land use study with recommendations;</li> <li>• Facilities upgrade recommendations;</li> <li>• Grey water re-utilization;</li> <li>• Rainwater capture techniques.</li> </ul>					SC
(A.14) Review and update City and area parks and open lands management plans, seeking ways to incorporate: <ul style="list-style-type: none"> <li>• Forest management techniques;</li> <li>• Connectivity and accessibility;</li> <li>• Wildlife corridors;</li> <li>• Acquisition funding strategies;</li> <li>• Long-term funding strategies for use and management, including potential regional parks district formation;</li> <li>• Sensitive area protection strategies;</li> <li>• Regulations update recommendations.</li> </ul>					PR

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## Actions

	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.15) On a regular basis, review and update city facilities budgeting, and related plans incorporating factors including: <ul style="list-style-type: none"> <li>• Population growth;</li> <li>• Demographic trends;</li> <li>• Building permit trends.</li> </ul>					FI
(A.16) Maintain provision of training programs for public safety personnel, helping to optimize outcomes and minimize emergency response times.					PD FD
(A.17) Monitor Helena's fire ISO ratings to ensure cost-effective fire protection within city limits.					FD
(A.18) Develop alternate funding sources for public safety operations.					PD FD
(A.19) Develop Alternate funding sources to improve transit options for residents.					TS
(A.20) Support Montana Department of Transportation (MDT) efforts to construct a railroad grade separation on Montana Avenue. Dept: Transportation Systems					TS
(A.21) Pursue addition of passenger rail and expanded bus service to Helena.					TS
(A.22) Conduct a citywide parking study, identifying: <ul style="list-style-type: none"> <li>• Existing parking resources;</li> <li>• Service gaps;</li> <li>• Resource management;</li> <li>• Alternative approaches;</li> <li>• Land use options;</li> <li>• Improvement strategies.</li> </ul>					TS

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	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.23) Update the Greater Helena Area Transportation Plan for key roadway corridors throughout the urban service area, promoting: <ul style="list-style-type: none"> <li>• Aesthetic and functional continuity;</li> <li>• Long-range land use patterns, with access provided consistent with land use strategy;</li> <li>• Multi-modal access and connectivity;</li> <li>• Helena’s Complete Streets Policy.</li> </ul>					TS
(A.24) Incorporate traffic calming design components where needed to mitigate traffic in neighborhoods or where significant volumes of vehicles and non-motorized traffic interact.					TS
(A.25) Evaluate and promote the current sidewalk construction program to better facilitate pedestrian connectivity.					TS
(A.26) Encourage development of inter-jurisdictional forest management plans, covering: <ul style="list-style-type: none"> <li>• Recreational values;</li> <li>• Land uses;</li> <li>• Fire prevention;</li> <li>• Habitat preservation;</li> <li>• Water quality, quantity and availability;</li> <li>• Protection of the Ten Mile watershed.</li> </ul>					PR
(A.27) Evaluate Helena’s landscape standards for effectiveness toward: <ul style="list-style-type: none"> <li>• Creating “defensible spaces” with adequate separation and treatment near Wildland-Urban Interface (WUI) areas;</li> <li>• Incorporation of crime prevention features to make public spaces more accessible, comfortable, and attractive;</li> <li>• Compliance with Helena’s Growth Policy Objectives;</li> <li>• Encouraging the use of a diverse array of plants that are drought-tolerant, deer-resistant and climate-appropriate.</li> </ul>					CD
(A.28) Support strategies for beetle-killed tree removal and disposal.					PR

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	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.29) Develop a riparian and wetland area preservation program including considerations for: <ul style="list-style-type: none"> <li>• A conservation easements program;</li> <li>• Overlay zoning strategies;</li> <li>• An inventory of wetlands and waterways in Helena’s watershed;</li> <li>• Mitigating development effects on floodplains, wetlands, and wildlife habitat.</li> </ul>					CD
(A.30) Work with NorthWestern Energy to develop a comprehensive street lighting plan for Helena, supporting strategies to implement Helena’s Lighting Ordinance and optimize standards for light temperature along public rights-of-way and for large-scale civic and private lots.					SC
(A.31) Identify quantifiable and measurable targets with incremental goals for greenhouse gas emission reductions and renewable energy conversion community wide.					SC
(A.32) Create an incentives program within Helena’s design standards or zoning ordinance to encourage the energy efficiency of buildings.					CD
(A.33) Develop sustainability plan for the city.					
(A.34) Develop and adopt neighborhood plans that address appropriate economic and implementation strategies for neighborhood centers.					CD
(A.35) Create a Neighborhood Center process to: <ul style="list-style-type: none"> <li>• Identify neighborhood center locations;</li> <li>• Develop strategy for development of center;</li> <li>• Develop implementation methods to achieve those goals;</li> <li>• Amend map reflecting neighborhood center locations.</li> </ul>					CD

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	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
<p>(A.36) Evaluate subdivision regulations to:</p> <ul style="list-style-type: none"> <li>• Protect high-value wildlife habitat areas;</li> <li>• Facilitate recreational uses;</li> <li>• Improve flood control capacity;</li> <li>• Incorporate Smart Growth principles, as appropriate;</li> <li>• Advance open space and greenbelt development;</li> <li>• Effectively coordinate subdivision and non-subdivision requirements;</li> <li>• Improve pedestrian connectivity, including specific intervals between pedestrian facilities;</li> <li>• Improve vehicular connectivity.</li> </ul>					CD
<p>(A.37) Develop an Annexation Work Plan, identifying new strategies and approaches that help:</p> <ul style="list-style-type: none"> <li>• Achieve regional objectives;</li> <li>• Address local fiscal issues;</li> <li>• Encourage urban and suburban development to occur within city limits;</li> <li>• Promote neighborhood center development.</li> </ul>					CD
<p>(A.38) Develop design standards for:</p> <ul style="list-style-type: none"> <li>• Neighborhoods, as appropriate;</li> <li>• Historic property and historic districts;</li> <li>• Transportation Corridors;</li> <li>• Strip development;</li> <li>• Neighborhood Center development.</li> </ul>					CD
<p>(A.39) Monitor existing Urban Renewal Plans in Helena to optimize chances for implementation and overall community benefit.</p>					CD
<p>(A.40) Evaluate Helena's historic preservation and rehabilitation programs including:</p> <ul style="list-style-type: none"> <li>• Incentives and support;</li> <li>• Demolition review ordinance for historic property protection;</li> <li>• Neglect assessment and abatement measures.</li> </ul>					CD
<p>(A.41) Update the Arts Impact study for Helena, including development of indicators to aid recording, analysis and reporting of arts and cultural activities.</p>					CC

**Abbreviations:** CC = City Clerk (Public Art Committee); CD = Community Development; CEH = City of East Helena; FD = Fire Department; FI = Finance; LCC = Lewis & Clark County; MDT = Montana Department of Transportation; PDFD = Police Department; PR = Parks & Recreation; PW = Public Works; SC = Sustainability Coordinator; TS = Transportation Systems

## Actions

	Short (0-5 yr.)	Medium (5-10 yr.)	Long (10-20 yr.)	Ongoing	Key Departments
(A.42) Develop public arts maintenance and expansion program to ensure works of art are installed and maintained to enrich public spaces.	■				CC
(A.43) Support cultural events programing by identifying and engaging partner organizations.				■	PR
(A.44) Review and advance Helena and LCC cooperative efforts, including: <ul style="list-style-type: none"> <li>• Water quality education and outreach;</li> <li>• Updates to the Urban Standards Boundary (USB);</li> <li>• Joint infrastructure and development standards;</li> <li>• Infrastructure improvement collaboration in the urban area.</li> </ul>	■				CD
(A.45) Develop and implement a communications plan, identifying and formalizing approaches to public participation and effective communications between the City and area residents for varying types of planning, review and implantation activities.	■				CD
(A.46) In partnership with LCC and City of East Helena (CEH), expand crime prevention programs.	■				PD
(A.47) Maintain disaster and emergency plans, including wildfire prevention and evacuation plans. Work with adjacent jurisdictions to maintain compatible emergency plans helping prevent or reduce loss of life, property damage and recovery costs for public and private lands in and around Helena.				■	FD

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